MACRA COLLABORATIVE

2016 MEETING DATES
July 11-13, 2016
Washington, D.C.
Park Hyatt

October 26-28
Washington, D.C.
Sofitel

PARTICIPATING HEALTH SYSTEMS (AS OF JUNE 8, 2016)
Adventist Health System
Beaumont Health
Inova Health System
Intermountain Healthcare
Lehigh Valley Health Network
McLaren Health Care
Memorial Hermann Health System
Ohio Health
Regional One Health
Scripps Health
University of Michigan Health System
Yale New Haven Health System

FRAMEWORK

Executive Teams: The MACRA Collaborative is designed for multi-disciplinary peer teams including clinical, finance, strategy, policy, and operational executives.

Exclusive Participation: A select group of Leading Health Systems will work together to learn and develop strategies and approaches through a Collaborative model.

Faculty: The Collaborative will be led by Nathan Bays (General Counsel & Executive Director) and Caitlin Greenbaum (Director, Health Policy & Strategy) from The Academy, subject matter policy experts, and The Academy Executives-in-Residence.

MACRA: THE SIGNIFICANCE OF 2016 FOR LEADING HEALTH SYSTEMS

Medicare reimbursement models for physicians were permanently altered with the April 2015 passage of the Medicare Access and CHIP Reauthorization Act ("MACRA")). Beginning in 2019 physicians will be faced with a choice: continue to practice in a fee-for-service model and see reimbursement adjusted—substantially over time—based on quality and performance metrics (known as “MIPS”), or practice through risk-based alternative payment models (“APMs”).

MACRA rulemaking will occur in 2016, with the initial performance benchmark for the MIPS track set for 2017 and the initial performance benchmark year for the APM track set for 2018. 2016 will be a pivotal year for Leading Health Systems to become informed and initiate the process of establishing a strategic framework to succeed under MACRA.

THE ACADEMY MACRA COLLABORATIVE: PARTNERING TO PREPARE LEADING HEALTH SYSTEMS FOR IMPLEMENTATION

Leading Health Systems will require both knowledge and best-practice development to prepare for MACRA. The Academy, through its policy, advisory, research, and convening functions, has developed a solution to partner with Leading Health Systems around MACRA implementation. The Academy MACRA Collaborative, led by The Academy Advisors, builds on the subject matter expertise of Academy professionals and the Top-100 peer-learning and collaboration for which The Academy is known.

COLLABORATIVE FOCUS

Education
- Knowledge-building discussion sessions with Leading Health System C-suite and clinical teams focused on the structure of MACRA and the resulting payment and strategic implications
- Academy thought leadership, implementation timelines, and strategic management materials
- Analysis and interpretation of MACRA rulemaking

Assessment/Benchmarking
- Assess the capability of a health system, along with individual physicians/groups, to qualify for the APM track
- Forecast MIPS track performance based on existing Medicare performance metrics
- Benchmark health system decision-making and approaches to MACRA implementation

Going Forward Strategy
- Implement a strategic framework, including a roadmap of key decision points and strategic questions that Leading Health Systems must answer
- Advise Leading Health Systems on a variety of implementation related issues, to include potential operating structures and physician arrangements

COLLABORATIVE DETAILS

The Academy MACRA Collaborative will convene twice in 2016, each time for two days. The initial Collaborative will take place July 11-13 in Washington, D.C. The focus of the initial Collaborative gathering will be an in-depth explanation of the MACRA proposed rule—released on April 27—and the structural framework that it establishes. Sessions will focus on the specific construction of the MIPS and APM tracks as a result of the guidance contained in the proposed rule, with strategically-focused breakout discussion sessions.
ABOUT THE ACADEMY

The Academy provides unique, executive peer learning, complemented with rigorous and highly targeted research and advisory services to executives of Top-100 health systems. These services enable health system and industry members to cultivate the relationships, perspective, and knowledge not found anywhere else.

The Academy has created the first and only knowledge network exclusively focused on Top-100 health systems. This learning model is based on a proven approach that has been refined since 1998 working side-by-side with members. Components include:

Peer Learning
- Forums
- Trustee Institute
- Collaboratives

Research
- Health System
- Consumer
- Health Policy
- Advisory

Leadership Development
- Leadership Programs
- Fellowships

THE ACADEMY TOP-100 PROGRAMS

Since its inception, The Academy has built a material record of independent research and policy analysis and is definitive trusted source for Top-100 health system peer learning, leadership development and 24/7 online knowledge sharing via AcademyNet.

Executives-in-Residence
The Academy Executives-in-Residence are recently retired senior-level health system or industry executives who contribute their experience and expertise to Academy programs:

- John Anderson, M.D. - Former SVP & CMO Catholic Health Initiatives
- Michael Berman, M.D. - CEO, The Michael A. Berman Group
- Michael D. Blaszky - Former EVP & CFO, Dignity Health
- Heidi Crooks, R.N. - Former CNO & Senior Associate Director, Operations and Patient Care Services, UCLA Health
- Mark Dixon - Former Regional President, Fairview Health Services
- James Dwyer, D.O. - Former EVP & COO, Virtua
- Michael Guthrie, M.D. - Executive-in-Residence, University of Colorado - Denver Campus School of Business, Program in Health Administration
- Charlie Hall - Former CFO, Piedmont Healthcare
- John Koster, M.D. - Former President & CEO, Providence Health & Services
- Catherine Koppelman, R.N. - Former CNO, University Hospitals
- Robert Laskowski, M.D. - Former President and CEO, Christiana Care Health System
- Keith Marton, M.D. - Former SVP and CMO and Quality Officer, Providence Health & Services
- Steve Mason - Former President and CEO, BayCare Health System
- Frank Sample - Former CEO, Philips VISICU
- Michael Tarwater - Former President and CEO, Carolinas Health System
- Pamela Vukovich - Former CFO, Legacy Health
- Charles Watts, M.D. - Former EVP of Medical Affairs and CMO, Northwestern Memorial HealthCare
- Paul Wiles - Former President and CEO, Novant Health

Consulting Faculty
The Academy Consulting Faculty include professors from exceptional graduate programs who provide the business school foundation to help Academy members create impact and drive change:

- Gregory Carpenter, Ph.D. - Kellogg School of Management, Northwestern University
- Scott Harrington, Ph.D. - The Wharton School of the University of Pennsylvania
- Pamela Peele, Ph.D. - University of Pittsburgh

DID YOU KNOW?
The Academy Top-100 Health Systems Represent:

- Net Patient Revenue: 51% ($500B)
- Inpatient Admissions: 66% (22M)
- ER Encounters: 69% (93M)
- Outpatient Visits: 48% (333M)
- Employees: 39% (5M)
- Employed Physicians: 45% (200k+)
- Hospitals: 41% (2000+)

Source: American Hospital Association, Kaiser Family Foundation, The Academy Research

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“I look back on 1998, when I started with the first group of CMOs in The Academy, with great affection. The individuals I met then are great friends and colleagues today, and many of us have moved to the top of our respective health systems, which is a credit to The Academy. Most importantly, 18 years later, I can still pick up the phone and talk to these people to exchange ideas.”

– Rod Hochman, M.D. President & CEO, Providence Health & Services